

Analysis of the Influence of Discipline and Work Performance on Job Satisfaction with Rewards as a Mediating Variable at PT. Cipta Karya Kendal, Central Java

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Abstract

This study aims to analyze the impact of work discipline and job performance on employee job satisfaction with appreciation as a mediating variable at PT Cipta Karya Kendal, Central Java. Disciplinary work and work performance are the main factors that influence the level of employee job satisfaction in an organization. However, the reward factor provided by the company also plays an important role as a mediator in the relationship. This research uses quantitative methods with a survey approach. Data were collected through questionnaires distributed to employees. Data analysis was carried out using Structural Equation Modeling (SEM) techniques to test the relationship between the variables studied. The results showed that work discipline has a positive and significant effect on job satisfaction. Job performance also has a positive influence on employee job satisfaction. In addition, rewards proved to be a mediating variable that strengthens the relationship between work discipline and job satisfaction, as well as between job performance and job satisfaction. With appropriate rewards, employees tend to be more motivated and feel valued, which ultimately increases their job satisfaction.

Keywords

Job Satisfaction, Mediation, Reward, Work Achievement, Work Discipline



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INTRODUCTION

Discipline according to (Hartoko 2022) It is a form of self-control and regular employee training that shows the seriousness of the internal team. Discipline formed in employees that reflects work and responsibilities in carrying out work, can increase work morale and job satisfaction to achieve organizational work goals In a competitive work environment, discipline and work performance are the main factors that affect employee job satisfaction. Work discipline reflects employees' compliance with the

company's rules and policies, which contributes to the orderliness and operational effectiveness of the organization. (Ng, Aziz, and Indrawati 2024) Examining the influence of work discipline on job satisfaction in the manufacturing industry. The results of the study show that high work discipline contributes to increased employee job satisfaction. Wijayanti & Prasetyo (2019)) Examining the role of reward as a mediating variable in the relationship between motivation and job satisfaction in retail companies. The results show that rewards play a significant role in increasing job satisfaction. Meanwhile, work performance refers to the results that employees achieve in carrying out their duties, which is often the benchmark in assessing an individual's contribution to the company. In another recent study by Atmi Saptarini in 2018, the impact of motivation and work discipline on employee job satisfaction at the Pesawaran Regency Market, Hygiene and Service office is that work discipline increases job satisfaction. significant impact on.

PT. Cipta Karya Kendal Central Java, as one of the manufacturing companies engaged in the production of construction materials, relies heavily on the optimal performance of employees to achieve its business goals. However, in recent years, companies have faced challenges in maintaining employee job satisfaction levels. (Difayoga, Rama 2015) the relationship between job performance and job satisfaction in the service sector. The study found that employees with good levels of job achievement tend to be more satisfied with their jobs. Job satisfaction is not a stand-alone variable, it is influenced by various factors, both from within the organization and from the employee himself.

Several indicators indicate that there is dissatisfaction that has the potential to reduce productivity and increase employee turnover rates. One factor that can play a role as a mediator in the relationship between discipline, work performance, and job satisfaction is reward. Awards, both in financial and non-financial forms, can increase employee motivation so that it has an impact on increasing job satisfaction. (Agustin and Prabowo 2024) Examine the influence of discipline and reward on employee performance. The study emphasizes that proper rewards can strengthen the relationship between discipline and job satisfaction. Therefore, this study aims to analyze how discipline and work performance affect job satisfaction with awards as a mediating variable in PT. Creating a Work in Central Java

The relationship between employees and the organization or company is basically a mutual relationship. On the one hand, the employee works giving everything he has: energy, ideas and knowledge to the organization he works for. On the other hand, employees receive awards for the work they do. *Reward* or an award

is a reward for the work given by an organization or company to employees who work as a form of reward for their achievements. According to (Saputra 2021) research by Wang et al., (2024), this system not only increases productivity but also helps create a positive work atmosphere. Job satisfaction affects employee work productivity, thus to increase employee job productivity it is necessary to pay attention to employee job satisfaction.

One of the phenomena that often occurs and is interesting to study in the early 21st century is the competition in the field of employment that is very fierce. This can be found in every existing job vacancy, both government agencies and private companies, which are always filled by job seekers. The narrowness of jobs and the very high level of competition between fellow applicants create a separate *handycap* for job seekers. Demands to improve the quality of individual prospective workers have become a standard thing today.

With job satisfaction, it is hoped that the achievement of organizational goals will be better and more accurate. Work Performance (*Performance Appraisal*) is the process through which organizations evaluate or assess the performance of employees. (Deswarta, Masnur, and Adil Mardiansah 2021) and (Melur Rahma 2019) shows that happy employees are more productive and engaged in their work. Job satisfaction is a person's perspective both positive and negative about their work. When workers feel satisfied with their roles, they are more likely to help the company achieve its goals. If the assessment of work performance is carried out in a good orderly and correct manner, it can help promote the position and at the same time can increase the loyalty of the organization – the organization of the employees (members of the organization) will certainly benefit the organization itself.

In fact, the organizational wheel at PT. Cipta Karya Kendal Central Java is not as smooth as imagined because there are still several problems faced, including the following:

- a. Employees lack commitment to be positive about their performance such as not always making work reports.
- b. Employees lack initiative and innovation to carry out work.

The success of a program is certainly an integrated work achievement of the program leaders and implementers (subordinates). However, if you look closely, behind this success there are still many employees who are not optimal in their work. This opinion is supported by the existence of a pre-research survey at PT. Cipta Karya Kendal

Central Java which shows that it is not optimal about discipline and giving awards or *rewards* to its employees.

Table 1. Results of Employee Discipline Evaluation
PT. Creating a Work in Central Java
(Year 2021 – 2023)

No.	Remarks	Year 2021	Year 2022	Year 2023
1	Work absences	16,23 %	21,30 %	22,15 %
2	Late arrival	22,20 %	25,20 %	25,66 %
3	Missing work	13,18 %	13,08 %	15,80 %
4	Meeting attendance	3,89 %	3,28 %	2,96 %
5	Performance reports	2,30 %	3,20 %	2,60 %
Number of Employees		85 Orang	85 Orang	85 Orang

Source: HRD Section

Based on the table above, it can be seen that the average level of employee discipline is still not optimal when compared from 2021 to 2023, there is not much difference, but nevertheless the achievement rate of civil servant discipline, especially late arrivals, is still high. Furthermore, based on data from the Employee Work Performance Assessment List (DP 3) of PT. Cipta Karya Kendal Central Java in 2022 and 2023, the average achievement of work achievement values ranges from 75-80% and 75-85%. This shows that the value of employee work performance has not increased significantly. Meanwhile, the need for awards is accompanied by the need for recognition of existing status and achievements that have been achieved. For example, salary increases, bonuses, or other benefits of a financial nature or the existence of a position promotion.

METHODS

Based on scale, the type of data used to measure the variables tested is ordinal-scale data. Based on the source of the acquisition, data can be divided into primary and secondary data. Primary data and secondary data can be explained as follows (Marzuki, 1998). Primary data in this study was obtained from respondents through a questionnaire in the form of a questionnaire about work discipline, work performance, awards and job satisfaction; based on the results of filling out a list of questions for employees of PT. Creating a Work in Central Java. Secondary data is

obtained from records, books, annual reports as well as through literature, research journals, documents that are needed to compile this research.

PT. Cipta Karya Kendal Central Java has 85 people consisting of 15 office employees while 70 people are production and operations. Meanwhile, the sample taken was 60 employees of PT. Cipta Karya Kendal Central Java. The determination of the sample in this study uses *the cluster sampling* technique, which is a technique that draws samples from only one batch and represents one variation that exists, namely all employees at PT. Creating a Work in Central Java. According to Bailey in M. Hasan Iqbal (2004), the research that uses statistical data at least the sample used is 30. Thus, the number of samples above has met the eligibility as a research sample. The data collection methods used in this study are as follows (Marzuki; 1998: 58-62): Observation; List of Questions (*Questioner*), which is for statements about the respondent's identity, work discipline, work achievement, awards and job satisfaction, the answer is an employee of PT. A Work of Fiction in Central Java; Interviews and Literature Studies.

In this method, the *Likert Scale* model measurement scale (Likert Scale) with a scale range of 1 to 5 is used, as follows:

Table 3. Likert Scale Model Measurement Scale

No	Notasi	Remarks	Value
1.	TS	Disagree	1
2.	S	Disagree	2
3.	N	Neutral	3
4.	S	Agree	4
5.	SS	Strongly agree	5

Source: Husein Umar; 2004

The analysis methods used in this study are as follows:

1. Validity and Reliability Tests

- a. Validity Test, which is a test of the level of accuracy using a measuring device for a symptom or event.
- b. Reliability Test, which is a term used to show the extent to which a measurement result is relatively consistent if the measurement is carried out twice or more.

In this study, the calculation of validity and reliability tests was used using the SPSS program. If the test results of the data are valid (r value is calculated $> r$ table) and reliable, to find out this test using the value *Cronbach Alpha*, if according to Nunnally

the value *Cronbach Alpha* greater than 0.6 then the questionnaire is said to be reliable (in Ghozali, 2005)

2. Model Feasibility Test

a. Coefficient of determination

The Determination Coefficient (*adjusted R²*) is used to measure how much the model is able to explain the variation of bound variables.

b. Test F

The F test is used to determine the feasibility of the regression model, the criteria used: If F is calculated to be greater than the F table, then the model is feasible or is appropriate.

3. Regression Model Path Analysis.

According to Robert W. Rutherford (1993) in (Jonathan Sarwono, 2007: 1), path analysis is an analysis technique to analyze the causal relationship that occurs in multiple regressions if the independent variable affects the dependent variable not only directly but also indirectly. The equation model in path analysis used in this study is a two-path path analysis as follows:

$$1). P = \beta_1 DK + \beta_2 PK + e_1$$

$$2). KK = \beta_3 P + \beta_4 DK + \beta_5 PK + e_2$$

Where:

Z : Award (P)

Y : Job Satisfaction (KK)

b1 n/a b5 : Regression Coefficient

X1 : Work Discipline (DK)

X2 : Work Performance (PK)

e : Error / residue

The magnitude of the influence of each independent variable (*exogeneous*) on the bound variable (*endogeneous*) can be explained based on the following path diagram model:

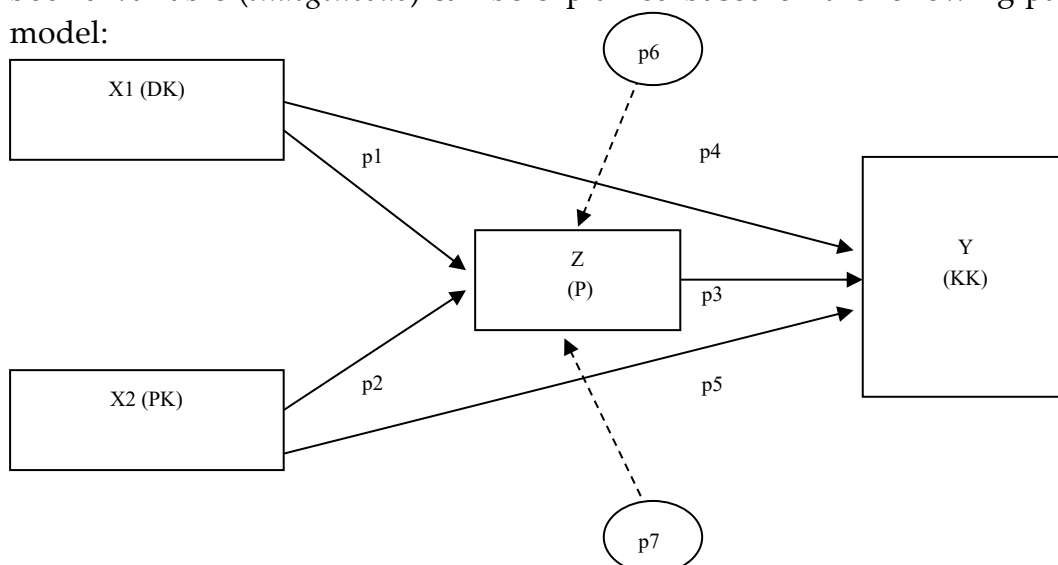


Figure 1. Path Diagram

Calculation of direct influence :

$X_1 \rightarrow Z$ of p_1

$X_2 \rightarrow Z$ of p_2

$Z \rightarrow Y$ sebesar p_3

$X_1 \rightarrow$ And kiss p_4

$X_2 \rightarrow$ And kiss p_5

Calculation of indirect influence:

$X_1 \rightarrow Z \rightarrow Y$ is $p_1 \times p_3 = p_6$

$X_2 \rightarrow Z \rightarrow Y$ of $p_2 \times p_3 = p_7$

Criteria :

1. If the influence of $p_1 \times p_3 > p_4$ then Z is the mediating variable of the influence of variable X_1 on Y
2. If the influence of $p_2 \times p_3 > p_5$ then Z is the mediating variable of the influence of variable X_2 on Y

The hypothesis/significance test used is the individual significance test (t test), which is to test the significance of the independent variables contained in the regression equation individually affecting the value of the bound variable.

Criteria used :

- If $+t \text{ counts} > +t$ of the table H_0 is rejected and if $+t \text{ counts} \leq +t$ of the table then H_0 is accepted.
- If you count $<$ of the table H_0 is rejected and if you count $\geq$ of the table, then H_0 is accepted.
- If the significance number $< \alpha = 0.05$ then H_0 is rejected H_a is accepted and if the significance number is > 0.05 then H_0 is accepted H_a is rejected.

In this study, the entire data processing process is carried out with the help of a computer (SPSS program).

FINDINGS AND DISCUSSION

Based on the results of data collection on 60 respondents of PT. Cipta Karya Kendal Central Java, obtained a general overview that respondents were dominated by employees of the operational and production departments. Most of the respondents had a working period of more than 3 years, so they were considered to have a good understanding of organizational conditions, especially related to work discipline, work achievements, awards, and job satisfaction.

Validity and Reliability Tests

The results of the validity test showed that all statement items on the variables of work discipline, work performance, awards, and job satisfaction had a calculated value of r greater than the r table, so it was declared valid. The reliability test showed

that all variables had a Cronbach Alpha value > 0.6 , so the research instrument was declared reliable and suitable for further analysis.

Model Feasibility Test

The results of the F test showed that the regression model used in this study was significant, with the calculated F value greater than the F of the table and the significance level < 0.05 . This means that the research model is fit to be used in explaining the relationship between variables.

The determination coefficient (Adjusted R^2) showed that the variables of work discipline, work performance, and reward were able to explain the variation in employee job satisfaction in a fairly strong proportion, while the rest were influenced by other variables outside the research model.

Path Analysis

Based on the results of the path analysis, the following results were obtained:

The Influence of Work Discipline on Awards

Work discipline has a positive and significant effect on awards. This shows that the higher the level of employee discipline, the greater the chance they have of receiving an award from the company.

The Effect of Work Performance on Awards

Work performance has a positive and significant effect on awards. High-performing employees tend to get recognition in the form of awards.

The Effect of Rewards on Job Satisfaction

Awards have a positive and significant effect on job satisfaction. This shows that rewards are an important factor in increasing employee satisfaction with their work.

The Effect of Work Discipline on Job Satisfaction

Work discipline has a positive and significant effect on job satisfaction. Disciplined employees tend to have a positive work attitude so that they increase job satisfaction.

The Effect of Work Performance on Job Satisfaction

Work performance has a positive and significant effect on job satisfaction. Employees who have good performance will feel more satisfied because of the achievements achieved.

Indirect Influence (Mediation)

Work discipline affects job satisfaction through awards (mediation).

Work performance affects job satisfaction through awards (mediation).

The results showed that indirect influence was greater than direct influence, so that reward proved to be an effective mediation variable.

The Effect of Work Discipline on Job Satisfaction

The results of the study show that work discipline has a positive and significant influence on job satisfaction. This is in line with the theory that discipline reflects employees' responsibilities and commitment to work. Disciplined employees tend to work more regularly, thus minimizing work conflicts and increasing work comfort.

The Effect of Work Performance on Job Satisfaction

Work performance has been proven to have a positive effect on job satisfaction. Employees who are able to achieve targets and show good performance will feel their own satisfaction, both psychologically and professionally. These findings support the theory that job achievement is one of the main sources of job satisfaction.

The Role of Awards as a Mediation Variable

Awards have been proven to be able to mediate the relationship between work discipline and work performance to job satisfaction. This means that while discipline and work performance directly affect job satisfaction, they become stronger when they are accompanied by appropriate rewards.

The awards given by the company, both in financial and non-financial form, are able to increase employee motivation. When employees feel valued, they will have a stronger emotional attachment to the organization, thus increasing job satisfaction.

The implications of the results of this study provide important implications for the management of PT. Cipta Karya Kendal Central Java, among others: 1) The company needs to improve the discipline system consistently. 2) Work performance assessment must be carried out objectively and transparently. 3) The reward system needs to be designed fairly and according to the needs of employees. 4) The integration between disciplines, achievements, and awards needs to be strengthened to increase job satisfaction.

Relevance to Previous Research; The results of this study are consistent with previous research which stated that: Work discipline has an effect on job satisfaction. Work performance affects job satisfaction and Rewards play a role as a mediating variable that strengthens the relationship. However, this study makes an additional contribution by testing the model simultaneously using path analysis.

Based on the results of the study, work discipline is proven to have a positive and significant influence on the job satisfaction of employees of PT. Creating a Work in Central Java. These findings show that the higher the level of employee discipline, such as compliance with rules, punctuality, and responsibility in completing tasks, the higher the level of job satisfaction felt. Employees who work in a disciplined manner tend to have a more orderly and organized work environment so that they can

minimize conflicts and increase comfort at work. The results of this study are in line with the opinion of Hartoko (2022) who stated that discipline is a form of self-control that is able to increase employee morale and job satisfaction. This condition also shows that discipline is not only a tool for organizational supervision, but also an important factor in forming positive attitudes and employee loyalty towards the company.

In addition to work discipline, work performance has also been proven to have a positive effect on employee job satisfaction. Employees who are able to achieve work targets and show good performance will feel psychological and professional satisfaction because they receive recognition for their work. High work performance reflects the success of individuals in carrying out their duties and responsibilities, thus creating a sense of pride and increasing work motivation. These findings support the theory that job achievement is one of the main determinants of job satisfaction, as individuals who successfully meet or exceed performance standards will more easily feel satisfaction with their work. Thus, companies need to continue to encourage improvement in work performance through objective performance evaluations, competency development, and providing opportunities for employees to develop professionally.

Furthermore, this study found that rewards play a role as a mediating variable that strengthens the influence of work discipline and work performance on job satisfaction. These results show that the influence of discipline and work performance will be greater if the company gives appropriate awards, both in financial and non-financial form. Awarding makes employees feel valued, their contributions are recognized, and have a stronger emotional attachment to the organization. This condition ultimately increases employee motivation, loyalty, and job satisfaction. Therefore, the management of PT. Cipta Karya Kendal Central Java needs to design a fair, transparent, and performance-based reward system in order to be able to create a conducive work environment and increase organizational productivity in a sustainable manner. These findings also reinforce previous research that states that rewards are a strategic factor in increasing job satisfaction by strengthening the relationship between positive work behavior and employee work outcomes.

CONCLUSION

The conclusion of this study shows that work discipline and work achievement have a positive and significant influence on employee job satisfaction at PT. Creating a Work in Central Java. The higher the level of discipline and the better the work performance shown by the employee, the higher the level of job satisfaction felt. Discipline is able to create an orderly and conducive work environment, while work

achievements provide a sense of achievement and pride for employees in carrying out their duties. Thus, these two variables are important factors in improving the quality of human resources and supporting the achievement of organizational goals.

In addition, rewards have been proven to play a role as a mediating variable that strengthens the relationship between work discipline and work performance on job satisfaction. Giving fair awards, both in financial and non-financial forms, can increase employees' motivation, sense of appreciation, and emotional attachment to the company. Therefore, company management needs to implement an objective and performance-based reward system, accompanied by improved discipline and continuous management of work performance. These efforts are expected to increase job satisfaction, loyalty, and employee productivity so that they can have a positive impact on the company's sustainability and competitiveness.

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